

6th Brigade Partnership Zone Council Executive Summary

18 – 19 May 2012



50 Mile Letter

Identification of the problem:

- In some instances, the constraint of being limited to only finding NPS and PS Future Soldiers within 50 miles of a TPU complicates USAREC's ability to fill AR unit ranks.
- Local unit commanders lack the flexibility to identify on a case-by-case basis which Future Soldiers who live outside of 50 miles would be a good fit for a given vacancy.

6th Brigade Responsibilities:

- Recruiters present the pro's and con's of entering a TPU outside of 50 miles from the Future Soldier's residence (i.e. travel costs for a NPS Future Soldier may outweigh drill pay)
- BN USAR OPS will communicate with TPU Commanders regarding specific Future Soldiers outside of 50 miles in order to avoid blanket "all or none" policies.

AR Unit Responsibilities:

- TPU commanders will develop case-by-case guidelines for issuing a 50 mile letter.
- Correct physical addresses of TPU's in TACDBR (i.e. a unit with a higher headquarters in Los Alamitos, but that conducts its drills in San Diego).
- Coordinate transportation and lodging options for Soldiers who reside more than 50 miles away from the TPU.
- Understand the 2nd and 3rd order effects of blanket policies against accepting Soldiers outside of 50 m (i.e. unfilled vacancies)



Prior Service Reserve Mission

Identification of the problem:

- Filling Prior Service vacancies is a high priority of both USAREC and AR TPU's. In some markets, the absence of a military presence complicates locating qualified PS Soldiers, Marines, Airman and Sailors for these vacancies.

6th Brigade Responsibilities:

- Include TPU Soldiers during college recruiting activities/events.
- Contact Veteran Service Centers in colleges.
- Maintain routine communication between Recruiting CO CDR's and TPU full time BN staffs.
- Leverage college instructors/staff that are Service veterans.
- Set a recurring meeting with all the ground level personnel, Recruiting/ ARCD/TPU Commanders/Staff and Recruiting BN USAR Staff.

AR Unit Responsibilities:

- Program unit members to assist Recruiters in selling their units to the targeted Prior Service market (i.e. the AR Soldier is the SME for the unit requiring a needed vacancy to be filled).
- Identify inactivating/restructuring units and partner with other units to find/fill slots.
- Communicate upcoming/projected vacancies based on anticipated losses to allow Recruiters to lean forward in filling these projections.
- Offer incentives for Honorably discharged RA Soldiers to transit straight into the Reserves



Will Train Yes/No Vacancies

Identification of the problem:

- Filling vacancies that are coded as “will train no” leaves AR units with a potentially unqualified or untrained Soldier and does not add to the unit’s mission readiness.
- More vacancies should be coded as “will train yes”

6th Brigade

Responsibilities:

- Provide UMR management assistance where possible (i.e. scrubbing vacancies on the UMR).
- Establish regular meetings with TPU Staff in order to affect a common operating picture
- Lines of communication: “green tab” to “green tab”
 - must make requests to change coding based on case-by-case circumstances

AR Unit Responsibilities:

- Conduct analysis to determine if there is a similar MOS that can substitute for a particular vacancy.
- UMR Management: Examine vacancy coding; ensure that it is coded correctly and that AR G1 has not shut the particular MOS down.
- Units will invite USAREC personnel to YTBs to be able to provide a briefing on the trends, recruiting status and enable t units give feedback to USAREC



AR Unit Cross Leveling/Deactivation

Identification of the problem:

- A new unit will stand up while another unit is deactivating. AR Soldiers cross level from deactivating units to the new unit. USAREC will still have a mission, but the system will not have vacancies from which to recruit against. In these instances, USAREC will still have a mission to recruit against.

6th Brigade

Responsibilities:

- BDE S2 contact USAREC G2 and USARC to gain visibility of inactivating/restructuring units and push info down to lowest levels.
- Send information regarding projected unit deactivation to USAREC in order to affect an appropriate AR mission adjustment

AR Unit Responsibilities:

- Disseminate information of deactivating units down to the Recruiting Company level.
- Disseminate information of newly activating units down to the Recruiting Company level.
- Invite Recruiting company and battalion leadership to Reserve events and training (increase Recruiter situational awareness of TPU ranks)



COI and Grassroots Support Development

Identification of the problem:

- There are many opportunities and resources throughout the community for Recruiters and AR units to use in order to fill their ranks and accomplish the Reserve mission. Many of these resources are going unused or not being given a clear direction.

6th Brigade Responsibilities:

- Develop COIs with industry with like positions for targeted PS vacancies (i.e. if attempting to fill PS 88M positions, develop partnerships with trucking schools or companies).
- Recruiters will coordinate with USAR units in order to include Soldiers to accompany them during high school visits.
- Develop operational-ized tasks for COI's and Grassroots partners.
- Follow up with COI's and Grassroots partners of a periodic/regular basis

AR Unit Responsibilities:

- Provide Recruiters with a list of organic skill sets and already established relationships inside of the units (i.e. Reserve Soldiers that have civilian access to a potential PaYS partner or SME's in a particular field to be targeted to fill key vacancies).
- Organic COI's and Grassroots supporters should participate and assist Recruiters in planning/ execution of Job Fairs for PaYs or Employer Partnership businesses specifically toward Veterans, USAR/NG Soldiers or ROTC Cadet



Day 1 Working Group Briefs 18 May 12



6th BDE PZC Work Group #1

Facilitators:

LTC Crowson – Portland Rctg
BN

LTC Robinson – Seattle Rctg
BN



Concerns identified:

- Prior Service
- Vacancies on system vs. actual vacancies
- Partnership between USARC G1 and USAREC
- UMR Management
- Need to streamline processes
- Need more “will train-yes” slots
- Streamline entry-level separations
- USAREC should have authority to discharge those who become unqualified while in the DEP and discharge immediately to open the slot.



Solutions - PS Mission:

- Contact Veteran Service Centers in colleges
- Get TPUs involved in college recruiting
- Get list of veteran college instructors
- Offer incentive for separating RA Soldiers to go straight into the Reserve
- Give TPU commands the ability to flip MOS' from "will train-no" to "will train-yes" as needed



Solutions - PS Mission:

- Identify inactivating/restructuring units and partner with other units to find slots
- Consider changing 50-mile letter requirements to focus more on time than distance
- More emphasis from TPU Commands to partner with recruiting battalions and get TPU Soldiers involved in recruiting events



Interactive Work Group B

LTC Corey Griffiths
Fresno Recruiting BN CDR



Vacancies

50 Mile Letters

- Tentative TDA (not live)
- What exceptions are in place if any?
- Back and forth communication with Request
- SOP in place to not accept Soldiers over 50 miles
- Blanket acceptance letters up to 100 miles or certain cities with a signed counseling form
- Direct communication with Unit CDRs / 1SGs
- LIK program
- Transportation options for drill weekends (carpool, shuttle)
- Telephonic approvals
- Samples of exceptions shared with all S-1s
- Contract/relationship with local hotels



Unit Specific / Unique Tasks

- AR Units RCMS access for
- FSR2 Live Fire
- Remarks box for requirements
- Priority codes set by USARC G1 (can be corrected)
- PS Soldiers require interview
- PS transitioning from other services to Army
- G-1 website has all links
- Training is available at USAREC link on G-1 website
- Training divisions TDA not approved slot 150% over another division to keep talent
- G-1 has ITRRS, G-files and posts data to Units



PS Will Train Y/N

- No training funds (TRAP) once placed in Unit
- Resources are not available
- AR does not have a reclass course for PS WT slots
- No seats at FT Gordon for 25B



Lack of Skill Level 10 NPS

- Why not buy out E-4 and below?
- Some kind of RIFF
- Promote from within
- Regional boards with AR units
- Can't promote due to no available slots
- Moving Soldiers blocks other vacancies
- Assign and attach to free up slots
- Only 24% of 17-24 year olds are qualified
- Master list of vacancies/slots to move Soldiers
- Realignment portal to view all vacancies (request access from G-1)
tool to balance force (Soldiers address)
- Any over strength slots are approved by G-1
- Moving from 206,000 to 205,000 extra 1000 will be flagged Soldiers
moving out



How to Leverage COIs and Grassroots Leaders

- Face to face communication
- Find out who key persons are in community
- Conduct events with AR units and equipment
- Community events are successful
- Share training calendars
- TAIR events
- ADOS-RC possible funding for FY13
- TV spots with future soldiers/CD for unit training
- Soldiers telling their story
- Split shippers wearing uniform at HS for a day
- Inviting like minded community activist to events
- Demographics/ethnic groups (filling the open language slots)
- COIs can assist with language/culture barriers
- Match COI and Grassroots leaders to the event
- Spread the knowledge and invites



Cross-leveling

- Communication is key
- Keep list of CSMs in area and contact them first
- Luncheon quarterly with unit and recruiter leadership
- Disconnect at BN level



Special Missions

- Help from AR units to access colleges
- Incentive programs/advantages/benefits?
- Open ACASP program for Reserves (ask Carlos why)



Group C



Training Seat Losses

Standard/Alternate Training Programs

- Internal pull forward within AR units/FS pool
- OML? Link the systems to identify and prevent empty slots
- School will allow scheduling but no funds for AR Units
- Specific designated unit



Communication between AR Units & Battalion Ops

- Up to Unit to discharge Soldier once they assess into the Unit
- Need cancellation printout from REQUEST (provided by BN OPS)
- Use email address when creating memo request to not retain
- Send out template for “will not retain” memos to AR Units



1. 50 Mile Letter - 1st, 2nd and 3rd order effects on filling vacancies:

- Geographic Issue – Rule should be based on geographic area not an across the board rule
- Lodging in Kind issues, where will the Soldier be housed (TPU leadership issue)
- Change MUTA schedule to address the time limitations ex. MUTA 8 every other month
- Expand the requirement beyond the 50 miles, Tier the 50mile requirement based on Rank of the Soldier ex. Officers - Unlimited, E1 – E4: CDR approval, E5-E6: 100 miles, E-7 and above: 150
- Best fit- Should be case by case base and guidelines put out by the TPU Commander



Unit specific, unique tasks:

- Routine communication between TPU and the recruiting NCOs
- Set a recurring meeting with all the ground level personnel; Recruiting/ARCD/TPU Commanders/Staff and Recruiting BN USAR Staff
- Have unit SME work with and go with Recruiting to “Sell” their units
- Relationships must be strongest at the Company level (Recruiting) and TPU full time staff
- PZC – focus for creating relationships between recruiting and TPUs to ensure that all vacancies and locations conveyed
- Unit sponsorship program, how the hand-off process takes place between Units and Recruiting “Everybody wants to a part of something great”



PS Will Train Y/N: Discuss with if any unit specific or unique tasks are in use/place by/at the unit to assist in the recruiting effort:

- Will Train No – Tool for unit to monitor who is being placed in their units, specifically Soldiers coming off of Active Duty. Gives the commander a filter making sure that those incoming Soldiers are actually physically capable and wanting to drill with the unit.
- USAREC talks with unit commanders to get exceptions to the No Will Train



Lack of skill level 10 NPS: Discuss ideas to increase the # of skill level 10 authorizations a unit can have:

1. MTOE sets this - crickets.....



**How to leverage COI's and Grassroots Leaders:
Discuss ideas to better leverage COI's and Grassroots
leaders in the community to get after the PS mission:**

- Improve communication between TPUs and USAREC to leverage COIs in the search for PS
- Develop COIs with industry with like positions for targeted PS vacancies



Cross-Leveling: Recruiting Command is missioned against for new command/unit and simultaneously, Soldiers in deactivating unit(s) are cross leveled to the same new unit. When this occurs, Recruiting Command is prevented from filling these vacancies although they are missioned: Discuss what if anything can be done to prevent this from occurring:

- USAREC and the TPU's notify their higher HQ when cross leveling will effect recruiting mission



Working Group D



1. Training Seat Losses

Standard/Alt Training Programs:

- Better integration/communications when soldiers are welcomed to the unit
- Developing sponsor teams/welcome teams - USAR unit FS managers.
- Develop an OML so people can get moved into a slot if someone cannot attend training.
- Develop multiple dates that they soldiers may be able to go to training. This way someone has multiple training dates incase something happens, they can be pulled forward to prevent losing a training seat.
- Early identification is the best way to solve the problem of training seat losses. If we identify it 90-30 days in advance, we have options. If we don't identify it till 10 days, there are no options. We need to change the mind set from we think we can save them to we need to take the loss.
- Publish school dates further out, this way people can plan life events and work around training requirements.
- Developing a UA training program to add to the UA course at Fort Knox, about how to inprocess a new soldier and how to build a relationship with your Recruiters. These policies need to be added to the UA manual, USARC Pam 600-5.



2. Vacancies

50 Mile Letter

- We need to take the time to talk to the soldiers and make sure they understand what a 50 mile letter means. 18 years olds, it will cost you just as much to get there as you will make in a weekend. Ensure they really are doing it to be in the Army. Difference if it is Prior Service who wants to get back in and is looking for a specific vacancy.
- Units need to understand if they refuse to accept anyone over 50 miles they can't come back at USAREC that they are not helping them because they are trying to put people in.
- Going back to Assign and Attach back, soldiers train with local units.
- USAREC - have USAR OPS at BN find out exactly what their policy is. USAR Ops officer communicate with Commander of TPU unit and explain to them about the pros/cons of the 50 mile letter. This avoids just blanket policies or all or none.
- RCCC does not have to follow this policy, we need them to come to these meetings so they see some of the issues created by not following the 50 mile letter policy. Units get mad at these soldiers who were put in over 50 miles and blame USAREC and decided they won't let in anyone over 50 miles anymore, however the original problem was that the soldier signed up for the unit at RCCC and they did not identify how far the soldier was from the unit.
- Who's policy is the 50 mile letter? The USAREC Messages sites the Regulation, however that USAR regulation is for TPU to TPU transfers, not NPS FS. Is it in the MEPS Regulation?
- Full time TPU personnel need to have a better understanding of the Commanders philosophy on 50 mile letter. The Commander may say yes or have situations that they allow or don't allow, but they need to make sure their personnel understand their philosophy.



Unit Specific/Unique Task

- Information in TACDBR needs to be corrected so that the physical addresses of the units are correct. Several units have higher headquarters mailing addresses input as their physical address, and it makes them need a 50 mile letter for a unit that is local.
- Units develop advertisements/informational videos/pamphlets that has people actually in their unit doing their jobs that USAREC can use to show applicants about local units in their area. Helps them get a better understanding, and they may see someone in their community and be able to then relate to the unit.
- Recruiters need to work with USAR units, get the soldiers to come with for high school visits, get them to support events with local unit assets and answer questions from students and teachers.
- Can we create a high level marketing campaign that shows more than just the infantry/war time jobs, ie – medical people in hospitals, Engineers, Cooks...all the jobs that the Army has that aren't combat arms. Appeal to a different market.



How to leverage COIs and Grassroots Leaders

- We need to come up with tasks for COIs and Grassroots. These people want to help but we don't tell them what to do, then we don't do enough follow-up to make sure it is done or see a status on it till too long down the road. Similar to these PZCs, we should do a follow-up in 6 weeks and see where we are on the issues that have been brought up. Has follow-up been done with...
- Use Grassroots leaders to do what they are good at. Business people, to get at the prior service mission, help us plan Job Fairs for our PaYs or Employer Partnership businesses specifically toward Veterans, USAR/NG Soldiers, ROTC Cadets. This will allow these COIs to use their talents to help us find the prior service people looking for jobs.
- Educators (Colleges)- Assist in getting Veterans lists, creating lists of those people who are going to college on GI Bill. Also identifying Veterans Organizations on Campuses.
- Educators (HS) - Help gain access and put together conferences for Guidance Counselors where the Army can talk about Careers and opportunities. It will help change the Army image.



Day 2 Working Group Briefs 19 May 12



**6th BDE PZC
Work Group A
Day #2**

Facilitator:
LTC Crowson
Portland Rctg BN



Solutions - Day #2:

- Request 6th BDE S2 contact USAREC G2 and USARC to gain visibility of inactivating, restructuring, and converting units and push info down to lowest level
- Work with Cadet Command to offer more visibility of LT slots across the country
- Give Cadet Command access to REQUEST/RCMS to identify vacancies for LTs to find positions
- Educate cadets about officer career manager contact links on HRC website and vacancy searches



Interactive Work Group B

LTC Corey Griffiths
Fresno Recruiting BN CDR



Partnering

How do we accomplish the remaining Mission & More integration into TPUs

- Communication with AR Units (face to face)
- USAREC Center Commander engagement with key leaders of AR Units (SUR)
- USAR integrated SUR opening ceremonies of new centers
- Integration at Grassroots events (ROTC, USAR, NG)
- Integration at COCs and CORs to build continuity
- AGR at AR Units involved in USAREC company training
- FSR2 Live fire with consolidated UAs or unit representatives (SPARKS)
- USAREC involvement with USAR semi-annual Commander Conferences
- USAREC participation at TPU weekends and training
- Joint effort for Wellbeing and Soldier wellness; Sharing of resources (i.e., Chaplain, SFAPM, Special Staff). **Share white sheet of USAREC 6th BDE resources available with AR Units**
- Observe AR exercises with COIs and VIPs (mini Ed Tours) w/synch of calendars
- Utilize media for good news stories (promote self)
 - Newspaper with their websites
 - TV



Partnering

Where do we find the right PS

- **Utilize the transition points (grant access to Army posts)**
 - **RCCC to HRC (COL Artman)**
- AR Units coordinate with USAREC once a prospect is identified (focus on Center Commander but every Recruiter is responsible)
- Recruiters WILL attend battle assemblies frequently (coordinate ahead of time)
- Partner with 79Vs
- Utilize ROTC and NG for leads
- Tech Schools, Vocational Schools, VA Office at Colleges
- **REQUEST report for Soldiers using MGIB**
- Operation Care and Comfort (invite prior service) and other organizations
- Take vacancy report to the Employment Offices at Soldier friendly companies
- Post on Craig's List, News papers, Monster with Priority Prior Service
- Media focus on prior service in Reserve Unit areas (limited funding)
- Ask other Units for discharge orders with mandatory blueprint
- Job Corp / Urban Links
- RCTR use retirement pay calculator to show advantage of service



Open Forum

- Key leader involvement in RCCC to give RCTRs second look
- **Sharing of good ideas of things working well for sustainment**
- CO level USAREC leadership briefing AR Unit leadership on a quarterly basis
- USAREC at post-deployment events
- **Sustain:**
 - Update Vacancies to HRC monthly or more frequently
 - Sharing of trainers and other Soldiers amongst other Reserve Units
 - Personal touch by communicating face to face
 - Offer Soldiers a transfer to a Unit with an open Slot to better utilize their MOS or leadership skills. You can train people for skill set but more challenging for leadership.
 - Utilize VFW, American Legion, AUSA and all other organizations who want to be connected to today's Soldier and Army



Group C



Special Missions - Recruiting 09L, AR OCS:

- Fully utilize linguist lead generation programs
- Locate Soldiers in units that are native language speakers to assist gaining access to the communities
- College campuses, focusing on the language programs
- Units provide a regular list of Officer vacancies to USAREC and the contact information for the Command who will want to interview the candidate
- Leverage TPU officers to provide briefings and information about Reserve advantages and programs



Standard/Alternative Training :

- TPU contacts USAREC BN OPS if it is determined that a Future Soldier is not going to be able attend training ASAP (explore using a OML to pull forward Soldiers awaiting training).
- USAREC BN AR OPS contacts TPU leadership directly for any problems, to include Soldiers discharged from Basic Training



Communication between AR units & USAREC BN Ops - TTPs to improve communication:

- Establish a regular meeting with Unit staff and the USAREC BN Ops
- Establish a “Green Tab” to “Green Tab” flow of information between USAREC and TPUUs (be careful not to SPAM)
- Units will invite USAREC personnel to YTBs to be able to provide a briefing on the trends, recruiting status and enable the units give feedback to USAREC
- Units will provide Battle Assembly information to USAREC
- Balance week day and weekend meetings



How do we accomplish the remaining mission - How we can better partner to accomplish the mission:

- USAREC inform TPUs of all recruiting events and school visits
- USAREC leaders inform TPU counterparts on status of recruiting efforts



Where do we find the right PS:

- TPU partner with USAREC for college visits and events
- TPUs partner with USAREC to engage local veterans organizations



Working Group D

Day 2

How do we accomplish the remaining mission?

- **Identify the mission**
 - * Communication is key with all agencies
 - * USARECs mission/Cadet Commands mission/TPU needs
- **Tasking our partners to support us in the community**
 - * COIs/VIPs
 - * Grassroots advisors
- **Invite local Recruiters and ROTC to come to USAR training meetings**
- **AR Commanders invite ROTC to promote SMP at Battle Assemblies**
- **AR Commanders provide a list of college enrolled Soldiers to ROTC and USAREC**
- **AR Commanders attend ROTC open houses/ROTC attend unit battle assemblies**



More Integration into TPUs

- **Require AR Units to hold meeting with USAREC and ROTC**
 - Track progress
 - Update briefs at Battle Focused Readiness Review (BFRR)
 - Make it a
- **Alternate PZC hosts between USAREC, USAR and ROTC**
- **Company level PZC**
 - Company Quarterly - ideas feed to BN PZC
 - BN PZC Semi Annually - ideas feed to BDE PZC
 - BDE PZC Annually - ideas feed GO Conf
 - GO Conf Beginning or End of the year - Put out initiatives/look into issues
- **Interlink Social Media - Facebook**
 - USAREC/USAR/ROTC pages all communicate together
- **Create combined automated calendar system (Synchronization)**
 - AKO shared file



Where do we find the right

- **Identify location PS migrate to**
 - Government Jobs, Police Forces, Prison/Security Forces, Hospitals
 - Talk to HR departments about USAR presentation for their employees.
- **Use the Internet Job searches- USAjobs, Craigslist and others**
- **Military members leaving other services**
 - Already have skills
 - Specific USAR Blue to Green/Marine to Green programs.
- **Talk to American Legions, VFW and other veteran organizations**
 - These are not just for WWII Veterans.
- **Improve relationship with Transition Point personnel**
 - What is the plan with the 80,000 who are being downsized?
- **Reducing certain constraints/developing exceptions for PS from other Service**
 - Basic Training requirement
 - E-7 in the US Air Force don't need basic training
 - Start with an exception for critical shortage, high density MOSs
- **Relook MOS conversion table**
 - Air Force Cook can't serve as an Army Cook?
 - Relook what really can't be converted to the Army MOS.
 - Need USAR support to push up to the component level for policy



How will SUR affect the other components?

- Need to wait for PAEs to be completed
 - identify which stations will be closed
- Disseminate info to all ROTC/USAR units
- Advertise to the community
 - People will need to know
 - No longer Recruiting Stations in their city, where they will be
- AR Mission
 - Engagement team
 - NCOs on that team may not be AR
 - Need to learn about AR Units and Training
 - UAs assist in training, need to know recruiters may be less experience in USAR
- Medical Recruiting will not be reorganizing with the S



How to better Identify ROI?

- National Leads, Rocky Mountain
 - Make sure anyone with College is sent to ROTC?
- ROI not be documented by lead cards
- ROI measured by a survey of the people who are in.
- Future Soldier surveys, what worked?
- ROTC Cadet surveys, what worked?
- USAR soldiers, what worked?
- Prior Service, what worked?

